

NEW BRITAIN

INNER CITY BUSINESS STRATEGY INITIATIVE

CREATING JOBS, INCOME, AND
WEALTH FOR INNER CITY RESIDENTS



NEW BRITAIN

INNER CITY BUSINESS STRATEGY

**CREATING JOBS, INCOME, AND WEALTH FOR
INNER CITY RESIDENTS**



On behalf of the New Britain Advisory Board, we are proud to present New Britain's action plan for inner-city business development.

The strategies described in this document are the result of a powerful partnership between New Britain's business leadership, the City of New Britain, and New Britain many dedicated nonprofit community organizations. I would like to thank Mayor Pawlak in particular for his strong support of the project.

Through this powerful partnership, New Britain leaders have identified new opportunities to tackle the complex issues of inner-city revitalization. New Britain's action plan identifies key strategies for inner-city business growth, entrepreneurship, and employment in four of our strongest industry clusters: metal manufacturing; hospitality, tourism, and leisure; health care and medical devices; and education and knowledge creation.

This effort to boost business development in New Britain's inner city comes at a critical time. A strong state and national economy, coupled with significant progress and momentum in New Britain's own revitalization, create a window of opportunity to broaden the reach of economic prosperity.

Through continued commitment and collaboration the innovative strategies outlined in this report can lead to measurable business growth and job creation in New Britain. With your support we can move farther than ever before toward providing all New Britain residents with opportunities for stable employment and entrepreneurship.

Sincerely,



Gregory B. Howey
President
OKAY Industries, Inc.
New Britain City Champion

ACKNOWLEDGMENTS

We would like to gratefully acknowledge the leadership and generous commitment of time, energy and resources of all of the following:

- Governor Rowland and the leadership of the Connecticut Legislature
- The Honorable Lucian J. Pawlak, Mayor, City of New Britain
- Governor's Council on Economic Competitiveness and Technology
- The Department of Economic and Community Development (DECD) and the Department's Industry Cluster and International Division
- The Initiative for a Competitive Inner City (ICIC)
- Connecticut Economic Resource Center, Inc. (CERC)
- New Britain City Council
- New Britain Mayor's Development Cabinet
- Central Connecticut State University
- Municipal Economic Development Agency
- New Britain Chamber of Commerce
- Mid Connecticut Workforce Development Board

TABLE OF CONTENTS

I.	Executive Summary	5
II.	Mission and Project Team	13
III.	Building Competitive Urban Businesses	15
IV.	Building a Competitive City	19
V.	Developing Competitive Residents	23
VI.	Conclusion	27
Table 1: Implementation Tasks and Timeline		10
Appendix A: Development Projects – In Progress		29
Appendix B: Development Projects – In Planning Phase		31
Appendix C: Development Projects – Need Further Research		33
Appendix D: Excerpt from 1999 State of the City Address		35

I. EXECUTIVE SUMMARY

Overview

The mission of the New Britain Inner City Business Strategy Initiative is to provide an overall strategy for inner-city economic revitalization that engages the public, private, and nonprofit sectors in a common agenda to strengthen the inner-city business base. The goal is to increase income and wealth, expand job and entrepreneurial opportunities, and attract private investment for New Britain's inner-city residents.

New Britain advisory board, a team of business, civic and community leaders in New Britain lead the project and produced the strategies outlined in this report. The Advisory Board oversaw a six-month process, which included the following steps:

- Define the inner city
- Conduct interviews and focus groups with inner city companies
- Identify competitive advantages and disadvantages
- Analyze business base to identify the city's competitive clusters
- Develop strategies for business growth based on clusters and competitive advantages

The process identified four business clusters upon which New Britain can build a competitive inner city:

- Metal manufacturing
- Hospitality, tourism, and leisure
- Health care and medical devices
- Education and knowledge creation

Based on a detailed analysis of the competitive advantages and disadvantages of New Britain, the New Britain Inner City Business Strategy Advisory Board developed a set of recommendations for accelerating business cluster growth and achieving the strategic goals reflected by the mission statement.

Key Recommendations for New Britain

New Britain's action plan for inner-city revitalization focuses on bolstering the following three key building blocks of an inner-city economy: competitive urban businesses, a competitive city environment, and competitive inner-city residents. Like legs on a stool, each is interdependent for mutual support and success.

Competitive Industries

• Expand New Britain's business incubators

Significant opportunities exist for business development in commercial services, metal manufacturing, and health services in New Britain. In order to connect potential entrepreneurs to these growing opportunities, New Britain can expand existing incubator programs to target inner-city start-ups.

There are two important incubators in New Britain. Each is unique but shares a common mission of economic development. One is located in the Institute for Industrial and Engineering Technology (IJET) at Central Connecticut State University and provides incubator space and product development services for early-stage businesses. The other incubator, Connecticut Enterprise Center (CEC), is housed in the factory building of CW Resources and specializes in metal manufacturing, food packaging, and distribution businesses. Both incubators are located in the inner city and have a proven track record.

Through advice from cluster champions in commercial, metal manufacturing, and health services, the IJET will begin to expand its incubator program to include companies in each of these areas. Companies will receive additional support through connections to cluster champions.

In three years, the incubators can assist in the start-up of 25 companies. They have the potential to create over six million dollars in revenue and stimulate the creation of over 100 jobs. Most importantly, these growing businesses can become a foundation for inner-city economic development.

• Support efforts to add industrial space

There are several opportunities to expand available space for manufacturing. The New Britain SMART Park project, located in the inner city, is moving forward and plans for expansion are underway. The city is attempting to expand this site through further land acquisition. In addition, there are 40 acres of available land at the former New Britain Machine Company site. Some current occupants of the New Britain Business Center, also on the old New Britain Machine Company property, are already eyeing that space for their expansion. Other projects critical to future competitiveness and growth in jobs and tax revenue include:

- Creation of an Information Technology Zone with fiber-optic and broadband capability
- Development of the Routes 9 and 72 Corridor Economic Development Strategy and Implementation Plan
- Redevelopment and reuse of the vacant and underutilized portions of the Stanley Works facilities and property

• Implement a coordinated strategy for the hospitality, tourism, and leisure cluster

A number of opportunities exist in the hospitality, tourism and leisure cluster to enhance the number of visitors to New Britain, improve their perceptions of the city, and create jobs and business opportunities for inner-city residents.

Potential strategies include the following:

- IIET Conference Center Expansion
- Veterans Memorial Stadium Upgrade
- A major hotel

The IIET Conference Center expansion will make room in the IIET building for more incubator activity and also allow for the expansion of the Conference Center, a thriving business itself. In the past year, it has hosted over 400 events with over 30,000 visitors. Preliminary studies show that there is a growing market for this size and type of facility. The Tourism Research Center could be housed at this facility and use faculty from Central Connecticut State University.

The Veteran's Memorial Stadium is one of three existing stadiums in the Willow Brook Sports Complex. The Complex employs inner-city residents and attracts 250,000 visitors annually. An upgrade of the stadium will increase employment because of greater use. The stadium needs to be handicapped accessible. Increased concession areas, a press box, skyboxes and improved lighting are also needed. A strategic collaborative planning task force will be established by the City to tackle planning for this project.

A major hotel is needed in the downtown area. There has been strong interest in a hotel by private investment. Growth in the hospitality, tourism, and leisure cluster will encourage additional investment into this important piece of the inner-city infrastructure. The hotel will provide employment for inner-city residents and be supported by CCSU's Hospitality and Tourism Program.

Competitive Cities

• Improve image and perceptions of the inner city

Potential strategies include the following:

- Gateway Redesign Projects
- Neighborhood Revitalization Zone Projects
- Marketing Collaborative Projects

Much work has been done by the New Britain Marketing Collaborative Gateways Subcommittee to review and improve the city-owned gateways that serve as entry points to New Britain and create first impressions of the city. The state-owned gateways are important gateways that are in need of major upgrade. The two most important state-owned gateways are the Route 71 and CCSU gateways. The Route 71 gateway is the route traveled by most visitors to the Willow Brook Sports complex, the Museum of American Art, and a major thoroughfare to downtown New Britain.

Existing, well-organized Neighborhood Revitalization Zones have completed many projects and are planning others to improve the appearance of the city and reduce the perception of crime. The Advisory Board supports the Broad Street NRZ Façade and Streetscaping improvement projects and the Arch Street NRZ Archway Walk, Landscaping, Streetscaping, and Façade Improvement projects. The North/Oak Streets NRZ is devising similar projects for the inner city that will encourage commercial development.

The New Britain Marketing Collaborative, a public/private partnership, is an existing volunteer committee that produces a monthly newsletter and coordinates the gateways project. This ongoing asset supports the objective of improved perception and positive marketing of the assets of the inner city.

Competitive Residents

A skilled, dedicated, and loyal workforce has always been the backbone of New Britain's economic base. That workforce is graying rapidly and technology is swiftly increasing the skill levels required by today's employers. The health care and medical devices cluster, metal manufacturing cluster, and the hospitality, tourism, and leisure cluster have each identified specific training needs of incoming workforce.

The New Britain Advisory Board has recommended the following initiatives to address these needs:

- **Create a regional health care training facility located in the inner city**

The New Britain Health Care cluster employs more than 25,000 people and offers opportunities for entry-level work and upward mobility. A regional health care training center could link inner-city residents to these opportunities by providing job training, certificate training, continuing education, and career path advice. This training center would enhance New Britain's position as a hub of health services, enhance career options for inner-city residents, provide demand-driven training services to major providers, and be serviced by a major university located in New Britain. This fee-for-service center would be client-supported and would not overlap existing training services in the area. A feasibility study is now being conducted in cooperation with the Kennedy School of Government at Harvard University to assess regional needs for the health care cluster and its potential impact on New Britain and its inner-city residents. This study will also investigate the possibility of multi-functional, cross-cluster applications.

- **Create a vestibule training clearing house**

New Britain is fortunate to have a cadre of training organizations that do an excellent job assisting residents in job readiness training. However, area metal manufacturing employers stated that these services could be hard to access.

Interviews with New Britain companies revealed a need to link area employers with job-ready applicants. The Advisory Board recommends creating a vestibule training clearinghouse to address this need. This clearinghouse would be located with the Mid-Connecticut Workforce Development Board, which would coordinate the services of area providers and provide a single point of contact for employers. The Mid-Connecticut Workforce Development Board was selected because of its strong relationship with the Connecticut Department of Labor, area service providers, and job applicants. This model has been successfully tested in the development of a ready workforce for the New Britain SMART Park initiative. This initiative will strive to serve a wide range of inner-city employees, prevent redundancy of programs, and work in concert with the proposed regional health care training facility.

- **Create a Willow Brook Sports Complex job training program**

As a result of the growing demand for employees at the Willow Brook Sports Complex, a job training program is necessary. A planning task force will be established to coordinate this training with the other training programs in New Britain.

Implementation Tasks and Timeline

<i>Recommendation</i>	<i>Timing</i>	<i>Responsible Advisor(s)</i>	<i>Responsible Organization(s)</i>	<i>Estimated Costs</i>
Build Competitive Urban Businesses				
IJET Incubator Expansion	10/2000 – 10/2002	Ed Rybczyk, Alan Kendrix	Advisory Board, IIET at CCSU	\$150,000 per year for planning, coordination, and project management; \$75,000 per year staffing costs; \$50,000 per year operating budget; \$150,000 for building renovation, \$150,000 for broadband installation
CEC Incubator Expansion	2/2000 – 2/2002	Kurt Hansen	Advisory Board, CEC, IIET	\$150,000 per year to implement a broad-based strategy for CEC's expansion
Upgrade Veterans Stadium	12/1999 – 3/2001	Peter Ledger, John Bairos,	Advisory Board, City, DECD, USDOC	\$100,000 per year for implementation planning
New Britain SMART Park Expansion	6/1/00 – 12/31/00	Ken Malinowski	N.B. Department of Municipal Development, DECD	\$2.5 million
Information Technology Zone	6/1/00 – 6/30/01	John Bairos, Ken Malinowski, Bill Millerick	City of New Britain, N.B. Chamber of Commerce, IIET	\$500,000
Routes 9 and 72 Corridor	3/1/00 – 9/30/00	Ken Malinowski	City of New Britain	\$200,000
Stanley Works Reuse Plan	6/1/00 – 12/31/00	Ken Malinowski	NB Dept. of Municipal Development	\$200,000
New Britain Museum of Art Expansion	11/1999 – 3/2001	Paul Merrier, Catherine Stockman	The Advisory Board, DECD, Museum, Federal Agencies, Greater New Britain Arts Alliance	\$100,000 per year for expansion implementation planning
Downtown Conference Center	5/2000 – 5/2002	Ed Rybczyk, Bill Millerick, Alan Kendrix, Ken Malinowski	The Advisory Board, IIET, Chamber of Commerce, City, DECD	\$150,000 per year for Planning, Coordination, Project Management. \$5,000,000 construction and furnishings.

Build a Competitive City

Route 71 Gateway Project	12/1999-4/2001	Peter Ledger, John Bairos,	Advisory Board, City of New Britain, CTDOT, DECD, USDOT, NB Chamber of Commerce	\$250,000 for comprehensive strategy development of all projects. \$100,000 per year for implementation planning
--------------------------	----------------	----------------------------	---	---

Develop Competitive Residents

Regional Health Care Training Center	3/2000 – 3/2002	Larry Tanner, Richard Judd, Ed Rybczyk, Alan Kendrix, David Crandall	Advisory Board, City, IIET/CCSU, Health Care Training Collaborative, Arch Street NRZ, existing training entities, MidCT Work Force Development Board, Suppliers to the Cluster.	\$250,000 per year for Planning, Coordination, Project Implementation and Management.
Vestibule Training Clearing House	11/1999 – 1/2002	Bonnie Mallon, Ed Rybczyk, Alan Kendrix, Angelo Delfonso	Advisory Board, DECD, Work Force Development Board, IIET, Vestibule Training Collaborative	\$100,000 per year for Planning, Coordination, and Project Management.
Sports Complex Coordinated Training	3/2000 – on going	Peter Ledger, Chris Edge, Bonnie Mallon, Alan Kendrix	Advisory Board, City, DECD, IIET, MidCTWFDB	\$100,000 per year for implementation planning

II. MISSION AND PROJECT TEAM

Mission Statement

The mission of the New Britain Inner City Business Strategy Advisory Board is to provide an overall strategy for inner-city economic revitalization that engages the public, private, and nonprofit sectors in a common agenda to strengthen the inner-city business base. The goal is to increase income and wealth, expand job and entrepreneurial opportunities, and attract private investment for wealth and income for New Britain inner-city residents.

Advisory Board and Management Team

The New Britain Inner City Business Strategy Initiative was directed by an Advisory Board composed of representatives from every part of New Britain. The Advisory Board was led by Gregory B. Howey, President of OKAY Industries Inc., and supported by the Connecticut Department of Community and Economic Development, the City of New Britain, and Central Connecticut State University.

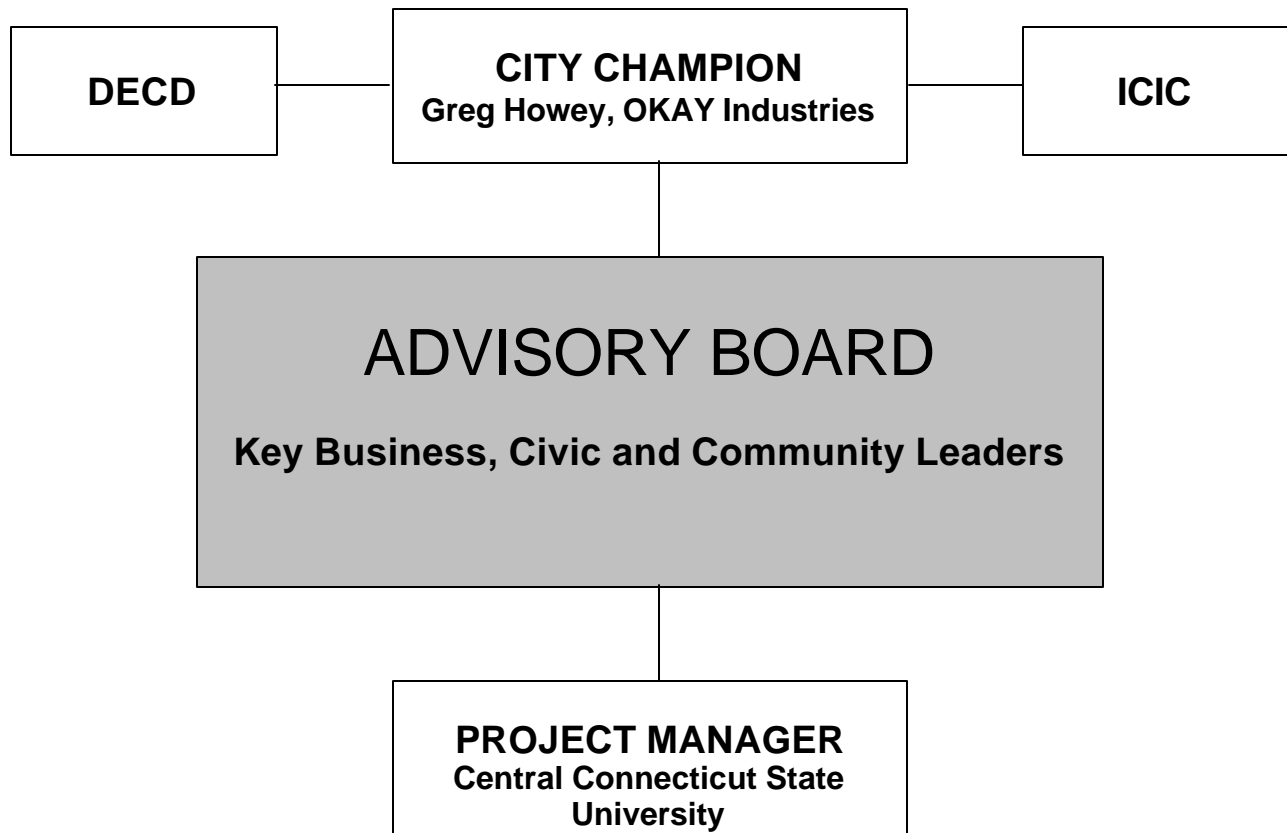
CCSU President Dr. Richard L. Judd graciously offered the pro bono services of the university. IIET Executive Director Dr. Edward Rybczyk was appointed as project manager and IIET Director Alan Kendrix as project facilitator. The structure of the Advisory Board is detailed in the chart on the next page.

Advisory Board members:

Chris Auth, Arch Street NRZ
Constance Collins, United Labor Agency
Monica Dean, ICIC
Gregory Howey, Okay Industries
Claire Kaplan, ICIC
Peter Ledger, City of New Britain
Margaret Malinowski, Broad Street NRZ
William Millerick, Chamber of Commerce
John Napoletano, AGC Corp.
Lucian Pawlak, City of New Britain
Andrew Santocroce, AJS Enterprises
Catherine Stockman, CONCORA
Laurence Tanner, NBGH

John Bairos, City of New Britain
David Crandall, Hospital for Special Care
Rory Edwards, NAACP
Richard Judd, CCSU
Roger Karabin, Acme Monaco Corp.
Kenneth Malinowski, City of New Britain
Bonnie Mallon, DECD
Carmen Molina-Rios, DECD
Akin Oni-Orisan, Information Management System
Edgardo Saavedra, SNET
Andrea Scott, DECD
Otto Strobino, First City Bank
Angelo Tomasso, Tilcon Corp.

Advisory Board Structure



III. BUILDING COMPETITIVE URBAN BUSINESSES

New Britain's Inner-City Business Base

Competitive Advantages

- A loyal and productive workforce exists in New Britain.
- Location is one of New Britain's key advantages. The city enjoys close proximity to major financial hubs, international markets, airports, railways, and highway corridors. Opportunities must be examined that leverage New Britain's strategic location. The New Britain Advisory Board has identified projects that capitalize on these strengths.
- Tax Incentives: Enterprise Zone, Arts & Entertainment District, and Urban Jobs Program.

Competitive Disadvantages

- Many available workers lack the specific skills they need to obtain a job and/or advance.
- A perception of crime persists in New Britain's inner city.
- The state property tax structure imposes a disadvantage on inner-city New Britain relative to surrounding areas.
- Prime development sites along the Routes 9 and 72 Corridor are currently occupied by old, underutilized, or vacant industrial buildings.

Opportunities

- Improve the capacity of the available workforce to access jobs by meeting employer needs.
- Take advantage of product development opportunities by linking with key medical device manufacturers.
- Create incubators for medical product devices.
- Redevelop and reuse existing large industrial sites along the Routes 9 and 72 Corridor to provide sites for new and expanding companies.

Expand New Britain's Business Incubators

Significant opportunities exist for business development in commercial services, metal manufacturing, and health services in New Britain. In order to connect potential entrepreneurs to these growing opportunities, New Britain can expand existing incubator programs to target inner-city start-ups. In addition, the New Britain SMART Park and the former New Britain Machine Company site are potential sites for these incubator companies as they succeed and expand.

There are two important incubators in New Britain. Each is unique but shares a common mission of economic development. One incubator, located in the Institute for Industrial Engineering and Technology (IET) at Central Connecticut State University (CCSU), provides space and product development services for early-stage businesses. The other incubator, the Connecticut Enterprise Center (CEC), specializes in metal manufacturing, food packaging, and distribution businesses.

IET Expansion Project

Through advice from cluster champions in commercial services, metal manufacturing, and health services, the IET incubator will begin to expand its incubator program to include companies in each of these areas. Companies will receive additional support through connections to cluster champions. The IET incubator has eleven companies and occupies almost 15,000 square feet. The companies have created 54 jobs. The incubator has graduated a number of successful start-up companies, including Alamo Tenergy, L.L.C., the Capra Group, and DeConti Industries. Alamo Tenergy is in the process of building a 65,000 square foot manufacturing facility in the New Britain SMART Park. It has committed to hiring 100 inner-city residents.

The IET building also houses a Conference Center, which has conducted over 400 events with more than 30,000 visitors in the past year. This successful business, which occupies about 20,000 square feet of the IET facility, has no room to expand. Moving the Conference Center to a nearby facility can accomplish two objectives. First, it would enable the Conference Center to double in size and greatly expand its offerings. Second, it would provide the incubator with enough additional space to double its capacity.

IET can expand its incubator by focusing on the following types of inner-city businesses:

- Health care businesses
- Health care support service business including:
 - Security
 - Maintenance
- E-Commerce based businesses including
 - Product development and sales
 - Information brokering
 - Research and development
 - Medical devices

In addition to requiring additional space to expand its services, the IIET incubator must be upgraded with broadband capabilities to enhance its e-commerce capacity. This would serve as an attraction for software development companies.

- **Projected Outcome**

This strategy allows IIET to concentrate on start-up businesses with inner-city residents. The incubator segment of IIET is already a successful and growing business. This will also provide all incubators with state of the art e-commerce technology.

- **Estimated Cost**

When the Conference Center is relocated and expanded, the vacated space will require renovations to serve new incubator clients. This renovation will cost \$150,000. The cost of broadband Internet access is \$150,000. The planning, coordination, and project management cost is \$150,000 per year. Incubator management and budget items will cost \$75,000 per year for staffing and \$50,000 per year for operating costs. The Advisory Board recommends that the DECD cover these costs.

CW Resources Capital Improvement Project

Currently, the CEC incubator houses sixteen companies, occupying over 30,000 square feet of space. These companies have created 43 jobs. However, only four of the eight floors are in use because there is no freight elevator to the fifth through eight floors. CEC can double its incubator space by adding a freight elevator and building out the four floors. The elevator and floor buildout will allow CEC to dramatically expand its incubator program to inner city residents in the following areas:

- Light manufacturing
- Food Packaging
- Distribution Services

- **Projected Outcome**

By building on the strengths of the existing incubator program and targeting inner-city entrepreneurs, CEC can play an important role in creating economic vitality in the inner city.

- **Estimated Cost**

The cost for strategic, collaborative planning is \$150,000 per year.

Develop Route 9/Route 72 Corridor

There are several opportunities to expand available space for manufacturing. The New Britain SMART Park project, located in the inner city, is moving forward and plans for expansion are underway. The city is attempting to expand this site through further land acquisition. In addition, there are 40 acres of available land at the former New Britain Machine Company site. Some current occupants of the New Britain Business Center, also on the old New Britain Machine Company property, are already eyeing that space for their expansion.

In order to take advantage of New Britain's central location and accessible highway routes, the City needs to continue to plan for and implement the economic reuse of various sites adjacent to the highway and/or located in the Downtown. Although in recent years the City has been successful with projects such as the Government Center, the IIET business incubator, the Gates Building Renovation and Reuse Project, the Connecticut Enterprise Center and Constructive Workshop, the Lake Street Medical Center, the New Britain SMART Park (former Fafnir Site), and the Super Stop and Shop Retail Project, the future opportunity for growth in employment and tax revenue lies in the development and/or redevelopment of the following projects:

- Expansion of the **New Britain SMART Park (Shared Manufacturing Area for Regional Technology)**
- Development of an **Information Technology Zone**, including installation of a fiber optic network between Central Connecticut State University (CCSU) and the Downtown Business District
- Installation of wiring and hardware into the **Institute of Industrial and Engineering Technology (IIET)** facility in order to allow direct broadband access to the Internet for further development of e-commerce technology, training, and conferencing capabilities
- Further development of the **New Britain Business Park**, including acquisition and development of 40 acres of vacant land for a modern industrial and business park
- Reuse and development of the underutilized **Harris Building and Site**
- Reuse and development of the **Stanley Works Facility**
- Development of a **Conference Center and Hotel** in downtown New Britain to be associated with the IIET facilities and operations
- Development of an **Intermodal Transportation Facility** in the downtown area on the New Britain-Hartford Busway line

IV. BUILDING A COMPETITIVE CITY

New Britain's Business Environment

Competitive Advantages

- A major competitive advantage is location. New Britain has superb proximity to interstate transportation by road and rail, making it easily accessible to customers and suppliers. The New Britain Advisory Board focused on several projects that capitalize on the city's strategic location.
- Relative to properties in surrounding communities, many inner-city properties have attractive prices for business owners.
- New Britain offers many avenues for education and training, including CCSU, Tunxis Community College, E.C. Goodwin Technical High School, and the New England School of Business and Technology.

Competitive Disadvantages

- New Britain is land-locked and has very little space for building new industrial projects. As such, land reclamation and brownfield development are a top priority.
- One of New Britain's major manufacturing employers has recently downsized, resulting in many vacant industrial buildings.
- While high real estate taxes are offset by reasonable factory space prices, high personal property taxes are a critical disadvantage relative to adjacent suburban areas.

Opportunities

- **Inner-city personal property equalization plan**

The surrounding towns all have higher property prices and lower real estate property taxes. This situation is viewed as being economically neutral. However, surrounding towns also have much lower personal property tax rates. The New Britain Advisory Board suggests that one way to level the playing field is a tax offset from the State of Connecticut to lower New Britain's personal property tax rate. By doing so, New Britain will be able to compete more successfully for economic development projects of all types. This concept would also benefit all of Connecticut's inner cities. The program would be limited to defined inner-city areas within impacted cities. Although Enterprise Zones have been a competitive advantage to larger cities, the inclusion of suburban municipalities has diluted this program's impact on the inner city.

- **Community Participation**

Many projects are underway to improve the perception of the inner city, such as the Broad Street façade program and the efforts of the Arch Street NRZ. A coordinated strategy is needed to improve perceptions of downtown New Britain and encourage more foot traffic for local business. New Britain will assemble a group of business, government, and nonprofit leaders to spearhead the development and implementation of this strategy. This coordinated growth strategy will focus on hospitality, tourism, and leisure. The development and implementation of this strategy will cost \$250,000.

Implementing a Coordinated Strategy for Hospitality, Tourism, & Leisure

IJET Conference Center Expansion

The IJET Conference Center expansion will make room in the IJET building for more incubator activity and also allow for the expansion of the Conference Center, a thriving business itself. In the past year, it has hosted over 400 events with over 30,000 visitors. Preliminary studies show that there is a growing market for this size and type of facility. The Tourism Research Center could be housed at this facility and utilize faculty from Central Connecticut State University.

The proposed move into the adjacent building will allow IJET to create incubators for inner-city residents in the vacated space at IJET.

Last year conferences included:

- East Coast Boeing Supplier AQS Program
- Northeast Stereolithography Conference
- State Wide PTAC Program
- Connecticut Conference of Municipalities
- Chamber of Commerce Conferences

When the expansion is complete, business could easily be doubled. Over the next three years, the IJET Conference Center can attract 60,000 visitors and host 800 meetings and conferences per year.

The next key steps include:

- Acquire Building
- Secure Funding
- Plan Renovations

- **Projected Outcomes**

The goals for the IIET Conference Center are to attract out-of-state visitors and increase in-state visitors. This, in turn, will increase the business opportunities for associated inner-city businesses, such as restaurants, printers, hotels, caterers, security services, and janitorial services. A major hotel is needed in the downtown area. There has been strong interest in a hotel by private investment. Growth in the hospitality, tourism, and leisure cluster will encourage additional investment into this important piece of the inner-city infrastructure. The hotel will provide employment for inner-city residents and be supported by CCSU's Hospitality and Tourism Program.

- **Estimated Cost**

The project's estimated cost is \$5,000,000. The City will acquire the building and the State will be asked to provide the remainder of the funding. The planning, coordination and project management cost for this project is \$150,000 per year.

Gateway Redesign Projects

New Britain is a small, dense city of only 13.3 square miles. As such, perceptions of the city are highly dependent on its gateway areas. Much work has been done by the New Britain Marketing Collaborative Gateways Subcommittee to review and improve the city-owned gateways used as entry points into New Britain. The State of Connecticut currently owns the Route 71 Gateway. Redevelopment of the Route 71 Gateway, including road widening, curb installation, and sidewalk installation, would complete the work called for by the State Traffic Commission Study, completed in January 1995. It would create a safe walking route for New Britain High School students, a safer area for surrounding neighborhoods, and an attractive gateway into New Britain.

The gateway leading to CCSU needs similar attention. CCSU has already done some specific planning. This will be integrated into the Route 71 Gateway project.

The first quarter of 2000 is the target to bring the stakeholders together and achieve a consensus decision to proceed. The second and third quarters of 2000 will be used to conduct project-planning, request for funding, and site and environmental assessment. Project construction can begin by the first quarter 2001.

- **Projected Outcome**

The completion of a major north/south artery running through New Britain will link the Willow Brook Sports Complex to the downtown area. The resulting commercial district will provide jobs and business opportunities for inner-city residents.

- **Estimated Cost**

Planning for the Gateway Redesign Project and the CCSU Gateway Project will cost \$100,000 per year. Potential funding sources include the City of New Britain, the Connecticut Department of Labor, DECD, and the US Department of Commerce.

Veterans Memorial Stadium Upgrade

The Veteran's Memorial Stadium is one of three existing stadiums in the Willow Brook Sports Complex. The Complex employs inner-city residents and attracts 250,000 visitors annually. An upgrade of the stadium will increase employment because of greater use. One important upgrade is to make the stadium handicapped accessible. Increased concession areas, a press box, skyboxes, and improved lighting are also needed. Enhanced job training services will be necessary to link inner-city residents with new job opportunities at the stadium.

The following types of businesses will need qualified employees: complementary industries such as retail and restaurants, commercial services such as security and janitorial services, building industries such as architects and contractors, and transportation for job training.

The first quarter of 2000 is the target to bring the stakeholders together and achieve a consensus decision to proceed. The second and third quarters of 2000 will be used to conduct project planning and request for funding. During the last quarter of 2000, site and environmental assessment will be conducted. Project construction can begin by the first quarter 2001.

• Projected Outcome

These upgrades will create opportunities for:

- Existing businesses in the cluster
- New business development in the cluster
- Links between inner-city residents and new jobs

• Estimated Cost

Potential funding sources for the stadium upgrade are DECD, the U.S. Department of Commerce, and private sector partners. The implementation planning cost is \$100,000 per year.

Information Technology Zone

Information Technology Zones exist in other Connecticut cities. This strategy needs to be investigated to determine if it could be successful in New Britain. Information will be gathered and reviewed by a group of business, government, and nonprofit leaders to determine feasibility.

V. DEVELOPING COMPETITIVE RESIDENTS

New Britain's Workforce

A skilled, dedicated and loyal workforce has always been the backbone of New Britain's economic base. However, in today's tight labor market and dynamic economy, employers in the health care, tourism, and manufacturing clusters face increasing difficulty finding both entry-level and skilled employees. This represents a significant opportunity for unemployed and underemployed inner-city residents, who represent a much-needed pool of labor. Focus group sessions indicate that employers are willing to pay for the delivery of trained inner-city employees. However, employers have stated that it is not easy to get qualified and trained entry-level employees.

Implementing a Coordinated Strategy for Inner-City Residents

Create a regional health care training center

The New Britain Advisory Board recommends that regional health care employers work together to develop a regional health care training center that provides training for the employers of the region's medical facilities, which include over 100 nursing homes, private home care agencies, and hospitals. The facility would be located in the Arch Street area.

The New Britain health care cluster employs more than 25,000 people and offers opportunities for entry-level work with upward mobility. A regional health care training center would link inner-city residents to these opportunities by providing job training, certificate training, continuing education, and career path advice. The training center would enhance the city's position as a hub of health services, enhance career options for inner-city residents, and provide demand-driven training services to major providers.

The project would be supervised by the creation of a Health Care Training Collaborative. This can be accomplished by using the momentum already generated by the Purchasing Network created by the health care industry.

There will be no duplication of services. Additionally, the employers in this cluster are willing to pay for the timely delivery of screened and trained inner-city candidates. Seed capital is being requested.

This training center will work with the proposed Vestibule Training Clearinghouse to ensure that existing candidate screening/training programs work in concert to deliver employees to employers in a timely fashion.

The next key steps include:

- Identify and recruit stakeholders to form a collaborative
- Conduct a feasibility study
- Do a gap analysis
- Assess regional needs and impact
- Assess the impact on the city and inner-city residents
- Investigate the high C.N.A. turnover at regional health care client facilities
- Assess the possibility of multi-functional, cross cluster applications
- Assess the training of other employee categories in client facilities (i.e., maintenance)
- Assess the training needs of other clusters
- Gauge the need for two-year degrees for nurses for program development purposes

The Health Care Training Collaborative would include the following stakeholders:

- Klingberg Center
- CCSU
- New Britain General Hospital
- Hospital for Special Care
- YWCA
- E. C. Goodwin Tech
- Arch Street NRZ
- Workforce Development Board
- New Britain High School
- Suppliers to the Cluster

- **Projected Outcome**

Health care employers are very interested in the possibility of a health care training center. This cluster is mostly located in the inner city and the training location would be nearby. A planning collaborative is needed and pilot programs could be conducted immediately. In three years, the health care training center and other recommended training programs, could train over 200 inner-city residents and link them to jobs

- **Estimated Cost**

The New Britain Advisory Board recommends that a pilot program be established in an existing facility before contemplating a dedicated facility. This approach will allow for rapid implementation. The cost for planning, coordination, and project implementation is \$250,000 per year.

Create a regional vestibule training clearinghouse

Interviews with New Britain companies revealed a need to link area employers with job-ready applicants. To support local companies, the Advisory Board recommends creating a vestibule training clearinghouse, co-located with the Mid-Connecticut Workforce Development Board. The clearinghouse will coordinate the services of area providers and offer a single point of contact for employers. The Mid-Connecticut Workforce Development Board was selected because of its strong relationship with the Connecticut Department of Labor, area services providers, and job applicants. This model has been successfully tested in the development of a ready workforce for the New Britain SMART Park initiative. The initiative will strive to serve a wide range of inner-city employees, prevent redundancy of programs, and work in concert with the proposed regional health care training facility.

- **Projected Outcome**

This program will bring together all of the service providers together to insure that there is no overlap or redundancy in providing links for inner-city residents and job opportunities in the region.

- **Estimated Cost**

The total estimated project cost is \$100,000 per year.

Related job training for the Willow Brook Sports Complex

A training program for inner-city residents to create a pool of clients for employment at the Willow Brook Sports Complex is needed. This will create entry-level jobs for inner-city residents. The first quarter of 2000 is the target to bring the stakeholders together and achieve a consensus decision to proceed. During the second quarter of the 2000, project planning and requests for funding will be conducted.

- **Projected Outcome**

This training effort will provide immediate entry-level jobs for inner-city residents. The sports complex is in dire need of candidates to fill these jobs.

- **Estimated Cost**

The following entities are possible sources for funding: DECD, the Connecticut Department of Labor, and the Mid-Connecticut Workforce Development Board. The cost of implementation planning is \$100,000 per year.

VI. CONCLUSION

New Britain's inner-city economy needs competitive companies, a competitive business environment, and competitive residents to create jobs, income, and wealth for its citizens.

The legacy of New Britain's industrial forefathers has always been the ability to innovate and grow businesses. This legacy continues today in the New Britain business incubators. It makes sense to build upon that strength.

The City of New Britain is a destination point with many attractions, from professional sports to cultural activities. Its strength is in its diversity of people. Great efforts have been made to market the city's fine qualities and remove blight. However, the New Britain can only control what it owns. There must be a partnership between the city and the state to remove blighted gateways and further enhance the attractions that are competitive advantages to New Britain companies. These attractions are not only utilized by the citizens of New Britain, but also by citizens throughout Connecticut. The Willow Brook Sports Complex and the New Britain Museum of American Art are two major attractions that are also enjoyed by out-of-state visitors. Each of these attractions has a national reputation for excellence.

The IIET Conference Center expansion strategy supports a thriving business that contributes to the inner-city economy. There is room for growth in the hospitality, tourism, and leisure cluster. With the added traffic from the sports complex, museum, and conference center, it will be easier to attract private investment in a much-needed hotel. This public-private partnership can be supported by CCSU's Hospitality and Tourism Program.

The citizens of New Britain are the bond that pulls the inner-city economy together. The skill base is loyal, dedicated, and hard working. Many hardships have resulted from the transformation in New Britain's economy from an international industrial center to smaller specialized industries. The people of New Britain have been resilient. It makes sense to build upon their strength and prepare for the new technologies.

Toward that end, a regional health care training facility located in the inner city and supported by the local university benefits not only the people of New Britain but also the surrounding communities. Additionally, coordinating existing training providers into a vestibule training clearing house will benefit all industries, not only the metal manufacturing cluster.

Like other major cities in Connecticut, New Britain has struggled to rebuild itself. This report is not meant to solve all the issues New Britain faces in that rebuilding process. These projects should be viewed as part of a process and a step in the right direction. The analysis and evaluation are integral steps to insure that continuous improvement is sustained.

APPENDIX A:

Development Projects – In Progress

PROJECT	SPONSOR	SUMMARY DESCRIPTION	INFORMATION
New Britain SMART Park	City, DECD, EDA, CCRPA	Planning for this project, principally through the N.B. SMART Committee, The first development project, the Alamo/Tenergy 65,000 s/f factory building is underway.	Mayor's Office
Broad Street NRZ	City, State, CCSU	Neighborhood Revitalization Zone Project	
Arch Street NRZ	City, State	Neighborhood Revitalization Zone	City
North/Oak Streets NRZ	City, State	Neighborhood Revitalization Zone	City
CCSU Capital Improvements Project	CCSU	Includes several new buildings and a new football stadium on campus	CCSU
Entertainment District	City, State	An Entertainment District has just been established. The district is designed to provide incentives for entertainment businesses including agencies, manufacturing and brokering.	Mayor's Office
Mayor's Development Cabinet	Mayors Office	The Committee is comprised of key city department heads, civic, social and business leaders. The Committee acts as a sounding board.	Mayor's Office
ATAIN	HRA	Employment training and welfare to work efforts of the local training and employment groups	Marina Melendez
Transportation Planning	Vision N.B.	More clearly define the transportation needs of the city.	Lindsey Welman
Review of Tax Incentives	Mayor's Development Cabinet	Examine existing and possible alternative tax incentives	Mayor's Office
The Marketing Collaborative	Mayor's Office & Chamber of Commerce	Brings increased awareness of the City, seeks to sells positive points	Mayor's Office
Proposed Development Corridor Projects	CCSU	Development of the Interchange at Cedar Street and Route 9, and the East Street/Route 175 corridor.	CCSU, City
Willow Street Initiative	City, HUD	Youth Recreation Center	Mayor's Office

APPENDIX B

Development Projects – In Planning Phase

PROJECT	SPONSOR	SUMMARY DESCRIPTION	INFORMATION
Alamo Tenergy Water Refiners, LLC	DECD, Webster Bank	The first development project within the SMART Park. DECD (via guarantee) and Webster Bank provided \$3,175,000 Loan. DECD provided a \$2,125,000	City. DECD
Tomasso Tower N.B. General Hospital	N.B. General	165,000 Patient Care and Support Tower	Tanner
Proposed Hotel	Mayor's Office & Development Cabinet	Proposed Downtown Project (New Construction.)	Mayor's Office
ART SPACE Project	Greater N.B. Arts Alliance, City, Private developers	Proposed factory (Russell Erwin) rehab with up to 60 apartment/studios	Mayor's Office
West Main St. & Corbin Ave. Redevelopment	Stop and Shop, Inc.	Major commercial redevelopment project	Mayor's Office
Main Street Infrastructure Project	City	Street, curbs and sewer upgrades	Mayor's Office
Broad Street Infrastructure Project	City, State	Streetscaping along Broad Street, façade upgrades, and other projects. DECD provided. CHFA provided \$4,300,000 Grant Program.	Mayor's office
Target Store	Private		
Central Park Monument Renovation	City	Historic Monument Reconstruction Project	Mayor's Office
One Liberty Square	Private	Tomasso Brothers Office Building	Tomasso Brothers
YMCA Renovation	Private, State	Large Renovation Project	Mayor's Office
American Savings Bank	Private	A downtown building acquisition and renovation Project. Bank headquarters.	Chamber
City Hall Renovation	City	Complete renovation of City Hall	Mayor's Office
New State Court House	State	Serves 27 towns in the District. An important addition to downtown.	Mayor's Office
New Court House Parking Garage	City, DECD	Serves the new Courthouse and lower Main Street. The DECD provided a \$7,580,1000 Special Act Loan.	Mayor's Office
IJET Building Rehab.	State, CCSU	Provides services to over 4,000 small to mid sized manufacturing companies in the state.	IJET

PROJECT	SPONSOR	SUMMARY DESCRIPTION	INFORMATION
Arch Walkway Streetscape Project	City and DECD (provided \$275,000 Urban Act Grant.)	Walk way around the Downtown Distinct and Walnut Hill Park with additional lighting and monuments to encourage pedestrian traffic.	
Willow Brook Park's Sports Complex	City	Home of the Rock Cats AA Baseball Franchise, and the Connecticut Wolves Soccer minor league Team (owned by the City).	Mayor's Office
CCSU	State, CCSU	On going building projects	Mayor's Office
Taco Bell Restaurant	Private	Renovation of Building	Mayor's Office
Courtside Commons	Private	Renovation of a commercial building across from the Courthouse	Mayor's Office
New McDonald's Restaurant	Private	Franchises	Mayor's Office
New Britain Machine Site	City, DECD	Proposed joint venture to develop 30 acres adjacent to the New Britain machine factory into as many as 15 1-3 acre industrial lots.	DECD
Urban Oaks Organic Farm	City, Urban Oaks Inc, DECD	Development of urban organic farm at Former Sandellie's Green House.	Mayor's Office
Gates Building	City, DECD/DOE	Rehab of Gates Building to house Board of Ed.	DECD, City
War and Historic Memorial Restoration	City, DECD	DECD provided \$300,000 Special Act Grant	DECD, Mayor's Office
Neighborhood Housing Services Façade Project	City, DECD	DECD provided \$1 million grant for façade and streetscape improvements to Broad Street NRZ	DECD
New Britain Museum of Art	City, OPM, NBMA	\$7,000,000 Grant to purchase property, expand facility and refurbish existing Facility	DECD
Diagnostic Breast Center	N.B. General Hospital	Relocation of Breast Center (Mammography) from Hospital Campus to 40 Hart Street.	Tanner
Mobil MRI	New Britain MRI, CENCON Services, Central CT Health Alliance, Bradley Memorial Hospital	Acquisition of \$5,000,000 Mobil MRI to be used three days a week at NBGH and two days at Bradley Memorial Hospital.	Tanner
Skate Board Park	City	Recreation Park	Mayor's Office
Corbin Ave. Water Fountain/ Monument	City	Restoration of Historic Fountain/Park	Mayor' Office
Aquatic Center	Hospital for Special Care	Rehabilitation Center	Hospital for Special Care

APPENDIX C

Development Projects – Need Further Research

PROJECT	SPONSOR	SUMMARY DESCRIPTION	INFORMATION
Broad Street Business Survey TOPSY Program	City, CCSU, Broad Street Community	A comprehensive survey of merchants	Broad Street NRZ
Examination of future of Public Housing	New Britain Housing Authority	Looking for proposals to determine opportunity to gain land for industrial development.	N.B. Housing Authority
City Planning	City	Comprehensive Planning with an eye on enhancing commercial and industrial development	CCND
Info Tech Zone	Mayor's Development Cabinet	To investigate the best use of fiber optic network, and highway access	Mayor's Office
Downtown Study	MEDA, City Chamber, Downtown District	Survey downtown use and determine an overall strategy for growth	MEDA
TENERGY Planning Project	DECD	\$200,000 Planning Grant	DECD
Bradley Health Care	DECD	\$25,000 Grant to do an assisted living feasibility study.	DECD
Artist Studios/Apartments	City, DECD, Greater N.B. Arts Alliance	\$12,000 Grant to do feasibility study	City
Investigate the possibility of additional housing Downtown	City	Add retirement and student housing on the upper floors of buildings having businesses at the street level	John Napoletano
Develop Business Opportunities for inner-city residents	City	Investigate the possibility of having a program to encourage business development for inner-city residents	John Napoletano
Bus Way Project	CTDOT, U.S. DOT	Research project to measure the feasibility of a bus corridor between Hartford and New Britain with bus stops downtown.	City, CTDOT

PROJECT	SPONSOR	SUMMARY DESCRIPTION	INFORMATION
CT Scanner	N.B. General Hospital	Acquisition of \$1,000,000 CT Scanner	Tanner
Proposed Assisted Living Facility	N.B. General Hospital	Construction of 100 unity assisted living complex in New Britain	Tanner
Winthrop Street Activities	N.B. General Hospital	\$1+ million purchase and renovation of 25 & 55; relocation and consolidation of organizations N.B. Behavioral Health Activities	Tanner
Expansion of the New Britain SMART Park	City, DECD, EDA	Acquisition of blighted properties adjacent to the SMART Park in order to allow for additional development parcels and to continue neighborhood revitalization.	NB Department of Municipal Development
Redevelopment and Reuse of the Stanley Works Properties	City, DECD, EDA	Comprehensive evaluation for future use of the 50+/- acres of land and buildings.	NB Department of Municipal Development
Routes 72 and 9 Corridor Economic Development Strategy and Implementation Plan	City, DECD, EDA	Study the opportunity for new physical development on prime properties adjacent to the highway and the Downtown.	City of New Britain
Comprehensive Economic Development Strategy (CEDS)	City, EDA	Preparation of CEDS document to establish funding eligibility under EDA programs.	NB Department of Municipal Development

APPENDIX D

Excerpt from Mayor Lucian J. Pawlak's State of the City Speech, December 8, 1999

“Through the city’s participation in Governor Rowland’s initiative, the Inner City Business Strategy Initiative, the city has evaluated its strengths and weaknesses and has set a course to center its economic and community development around four clusters:

Sports, Entertainment and Leisure;
Manufacturing;
Education; and
Health Care Services/Devices.

We will put considerable resources behind these clusters and we will be successful. Businesses and individuals will want to move into our city because of a consistent political and economic climate. And the economic mix of industries will ensure that New Britain will never again be dependent on one industry for its survival.”

